

A scenic photograph of Mount Rainier, a large snow-capped mountain, illuminated by the warm, golden light of a sunset. The mountain's peak is the central focus, with its slopes covered in snow and patches of dark rock. In the foreground, the city of Seattle is visible, with its buildings and houses silhouetted against the bright sky. The water of the Puget Sound is in the lower half of the frame, reflecting the colors of the sunset. The overall atmosphere is peaceful and majestic.

One Washington Readiness Assessment

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1.0 Deliverable Overview

1.1 Purpose

The purpose of the Readiness Assessment is to establish a clear determination of the State of Washington's current organizational readiness for major change. The Organizational Change Readiness Assessment (herein referred to as "the Assessment") deliverable provides the State with a heat map on readiness at the State and Agency level and key findings supported by data and insights that drive areas of focus for a future change management strategy. The resulting analysis establishes a high-level quantification of the State's organizational change readiness status to inform future change management efforts.

1.2 Key Question

The Assessment seeks to answer the following question:

How ready to implement a new ERP are the Washington people, technology, processes, organizational structure, and policies?

1.3 Key Considerations and Assumptions

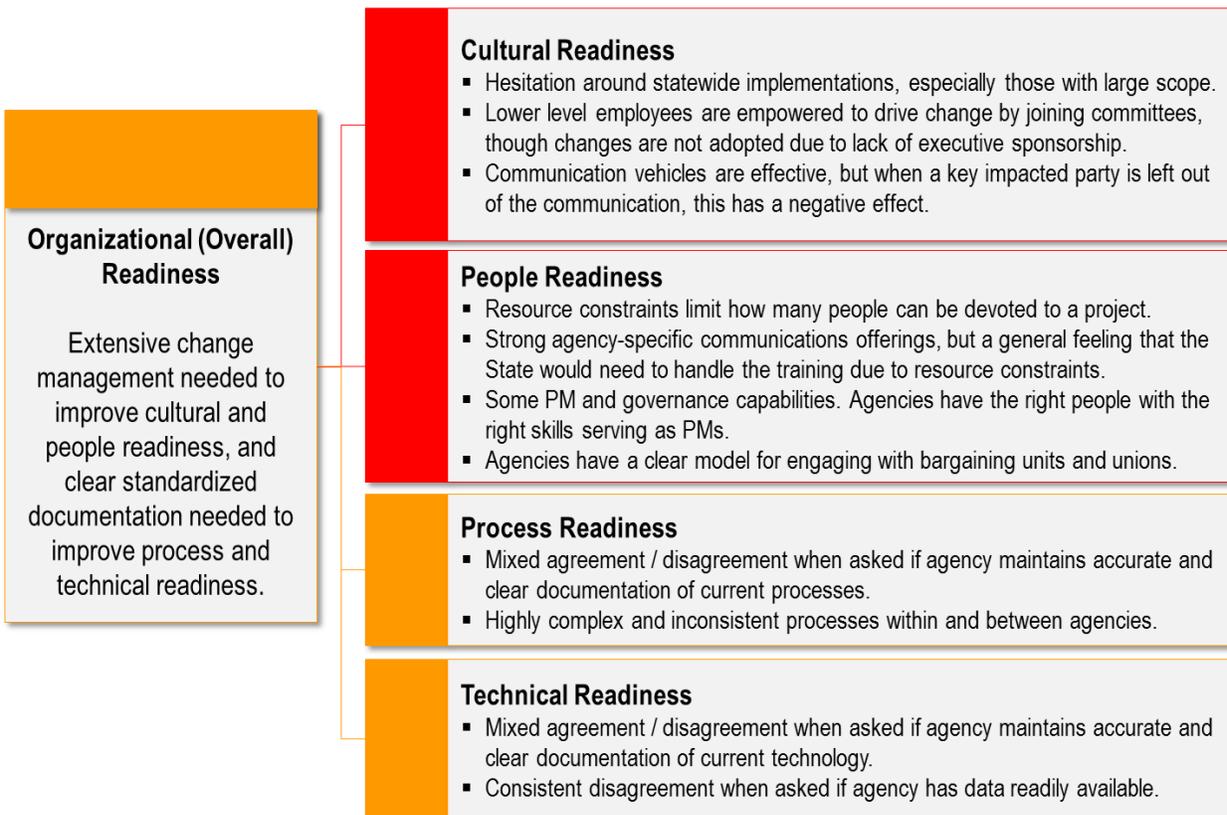
The development of this deliverable has taken into consideration the following:

- Interview participants selected by the State are from agencies representing a proportional sample of the State as a whole. Selection criteria included (but was not limited to) agency size, funding source, and operational capacity.
- The Assessment was made on a change-agnostic basis. The State was not evaluated for readiness to receive any specific change, but rather a holistic assessment of core elements critical to any transformational change effort.
- The Assessment is a determination of readiness levels as of May 5, 2014, when interviews completed.
- The Assessment and its analysis is reflective of the quantitative and qualitative information gathered from agency readiness interviews, and is considered self-reported.
- The Readiness Assessment deliverable meets the requirement defined in Contract K2636 in the Compensation Section, as well as in the Statement of Work, Section 5.1, related to Phase 2, Deliverable #1.

2.0 Executive Summary

The Readiness Assessment evaluates the State of Washington's readiness to execute a major transformation or change, such as an ERP implementation or business process redesign endeavor. The Readiness Assessment evaluates overall readiness as a summary of cultural, people, process, and technical readiness, and identifies opportunities for improvement the State of Washington can focus on in their preparation process.

The Readiness Assessment, based on qualitative and quantitative results from a series of interviews, found that the State's overall readiness is limited to low. This finding is related to major business or technology changes that are often enterprise-wide, multi-year, and resource-intensive. This should not be interpreted to mean that major change is impossible or unlikely; it is simply indicative of current readiness levels. As change management has not begun, it is common and expected for levels to be less than ready.



- Legend**
- State is ready for change and minimal Change Management activities required
 - State has limited readiness for change and intermediate Change Management activities required
 - State is not ready for change and significant Change Management activities required

Recommendation: We recommend the State undertake significant Change Management activities ahead of an ERP implementation. Our experience has found that adequate investment in readiness and change management can significantly impact the success of the project and return on project investment. A subsequent deliverable, the Change Management Approach, will provide a high-level roadmap to take the State from limited readiness levels to ready.

3.0 Background and Approach

One Washington is an enterprise-wide effort that will impact business process, service delivery, and supporting technology across more than 100 agencies statewide. While most agencies are centrally located in or around Olympia, Washington, agencies have operations throughout the state. Each agency varies in size, and collectively they service nearly seven million Washingtonians in varying capacities.

The purpose of the Assessment is to establish a baseline evaluation of the State of Washington’s readiness for major change. Organizational change readiness will be assessed as a summary value of four contributing areas, including:

- **People Readiness** including current and future competencies, governance structures, proficiency strategies, workforce transition, and employee awareness
- **Cultural Readiness** including the degree to which agencies are ready to receive change and the potential for resistance
- **Process Readiness** including the degree of complexity, and availability of material to support change
- **Technical Readiness** including degree of complexity, differentiation, and availability of data and materials to support change

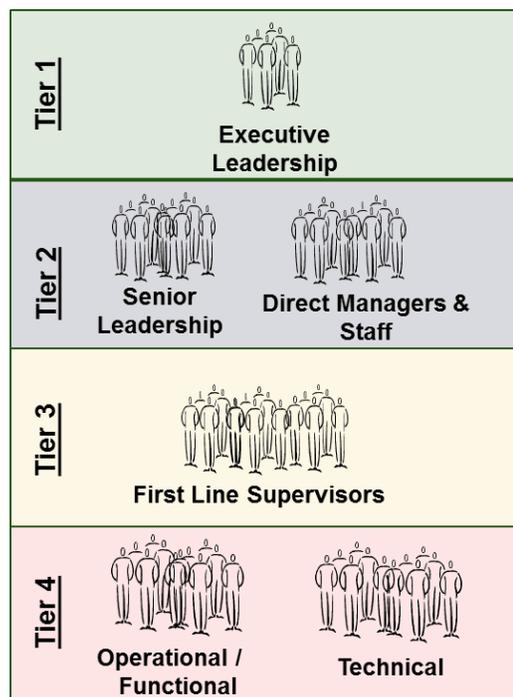
The Readiness Assessment determines the degree of readiness of an organization to execute a major change that may be enterprise-wide, multi-year, and resource-intensive, and identifies specific areas to focus on in their preparation process. This assessment focuses primarily on opportunities for improvement, while recognizing the strengths identified by State employees. By identifying these areas of weakness, we focus on the State’s key opportunities for improving the enterprise’s readiness rather than simply keeping the status quo.

3.1 Readiness Interview Format and Duration

In preparing for Readiness Interviews, the State identified 15 agencies to represent a proportional subset of the State enterprise (see Appendix A for a list of participating agencies). Each of these agencies was asked to provide a minimum of two and a maximum of four individuals to participate in one-hour long readiness interviews. Collectively, 35 agency representatives were interviewed.

Agency representatives were primarily Tier 2 stakeholders, meaning they were Senior Leadership and Direct Managers within their agencies. In some cases, Tier 1 stakeholders, meaning Executive Leadership, were interviewed also. The graphic on the right explains the criteria for each tier.

Our main criterion, when selecting agency representatives, was to include those who had experience with their agency’s project management practices and had observed the various perceptions and impacts of past statewide and agency-specific projects.



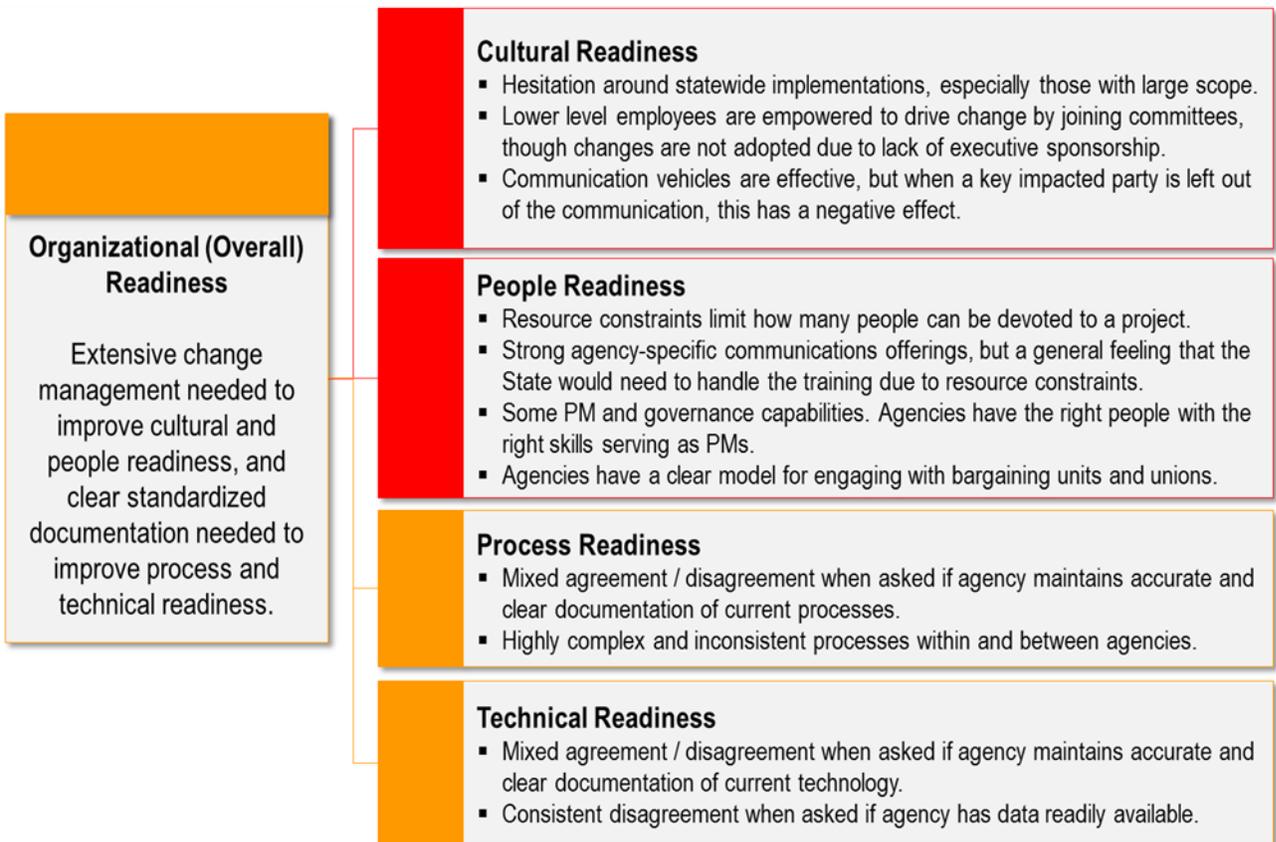
Each structured interview was administered by two Accenture team members who assessed the participant's responses to 15 qualitative questions followed by 24 quantitative questions, including two specifically about potential change impact (see Appendix B for a complete list of questions included in the interview). Interview results were based on three components: qualitative responses, quantitative responses, and behavioral cues. Each Accenture facilitator is trained in behavioral science and leveraged behavioral responses to influence and/or validate both qualitative and quantitative responses (for example, if a participant stated he agreed with a statement, but behavioral cues indicated the participant disagreed, this was marked as a disagree, for purposes of our results).

4.0 Summary of Readiness & Key Metrics

The following heat map and readiness analysis establishes the overall summary value of the State's readiness for major change.

4.1 Summary of Readiness

Recognizing the need to gain a holistic understanding of the State's readiness for change, the figure below illustrates the current status.



Legend		State is ready for change and minimal Change Management activities required
		State has limited readiness for change and intermediate Change Management activities required
		State is not ready for change and significant Change Management activities required

Each of the four components was evaluated with data points from the following four sources, contributing to a summary readiness level:

- Qualitative responses within the 35 Readiness Interviews
- Quantitative scores derived from the 35 Readiness Interviews
- Subjective adjustments based upon behavioral analysis during Readiness Interviews
- Quantitative responses from the Readiness Assessment Tool used during the 91 Business Process Assessment interviews

As shown in the heat map, the State is in "Red" or "Not Ready" status for both Cultural and People Readiness. This indicates the State is not ready for change in each of those areas and *significant* change

management activities would need to take place in order to enable a major change effort, such as the replacement of the State's core financials with a new ERP system. The State is in an "Orange" or "Limited/Not Ready" status for both process readiness and technical readiness; this indicates the State would need to undergo *intermediate to significant* change management activities to enable change in these areas. These findings by readiness area are related to major business or technology changes that are often enterprise-wide, multi-year, and resource-intensive.

Significant change management activities generally occur frequently and early on (during plan and design phases), engage a large base of end users (not just executive steering committee and project team members), and engage people in a deep and impactful way rather than limiting itself to surface level communications. *Intermediate* change management activities generally occur less frequently but still on a regular basis, begin early on in the project cycle, engage a large base of end users, and engage people initially on a surface level, but eventually on a more in-depth level. The goal of both types of change management is the same, but the frequency and intensity of activities varies based on the level of change management that is needed.

Overall, the State will require significant to intermediate change management activities to enable major change. Based upon these findings, it is recommended that the State consider advanced change management activities a minimum of 6-8 months prior to undergoing any significant transformation. For example, should the State implement a new ERP solution, advanced change management activities would begin 6-8 months prior to the go-live date. Specific recommendations regarding the One Washington effort can be found within the Change Management Approach deliverable.

4.2 Heat Map of Agency Readiness

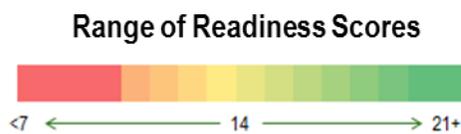
While our assessment primarily gauges overall organizational readiness for the State of Washington, we have also prepared agency-specific readiness scores. These scores should serve as a guide when considering possible phasing strategies (e.g., which agencies should go live in Wave 1 and Wave 2 respectively?). They should also influence the frequency and intensity of change management to be deployed to each agency (i.e., agencies that are less ready may require additional change management efforts).

Both quantitative and qualitative assessments were administered to our interview participants (see specific questions in Appendix B). The heat map by agency (displayed below) is reflective of the quantitative scores produced from agency readiness interviews, and is considered self-reported. In the interviews, participants were given a series of 22 statements around people, technical, process, and cultural readiness, and were asked to rate their level of agreement with each statement. Responses were scored, quantitatively, as follows:

- Strongly Disagree (-2 points)
- Disagree (-1 point)
- Agree (+1 point)
- Strongly Agree (+2 points)
- Not Applicable/Unknown (0 points)

Summary scores were produced by averaging the quantitative scores of individual interviewees within each agency. Agencies were labeled red, yellow, or green, based on their average quantitative scores.

Agency	Current Agency Readiness
Office of the State Treasurer (OST)	30
Office of the Insurance Commissioner (OIC)	28
Department of Fish & Wildlife (DFW)	26
Department of Ecology (ECY)	17.5
Department of Enterprise Services (DES)	15.5
Department of Revenue (DOR)	14
Department of Labor & Industry (LNI)	11
Department of Transportation (DOT)	11
Administration of the Courts (AOC)	8.5
Office of Financial Management (OFM)	7.75
Department of Natural Resources (DNR)	7
Department of Social & Health Services (DSHS)	6.5
Healthcare Authority (HCA)	4.75
Department of Corrections (DOC)	-0.5
Employment Security Department (ESD)	-3.5
Weighted Summary	7.3



Actual ratings fall within a gradient and include colors besides just red, yellow, and green. Scores below 7, including negative scores, are illustrated as red; Scores above 21 are illustrated as green; Scores between 7 and 21 can be illustrated as orange, yellow, or light green.

The summary uses agency size (as represented by total number of full time employees) to weight the responses and generate an overall readiness score for the State. During the interview process, three agencies had significant variance between quantitative scores: HCA, AOC, and DOR. Significant variance is defined as multiple scores that would place the agency in a different readiness category (Ready, Limited Readiness, Not Ready – Green, Yellow, or Red respectively). This variance indicates further investigation is needed at the outset of any system implementation effort.

When analyzed by agency size, small agencies were shown to be significantly more ready for change than their larger agency counterparts. Medium agencies are outside of this trend, but only two data points were used, meaning this is an area for potential further evaluation.

Small	21.9
Medium	8.5
Large	11.5
Super	5.7

Procurement



Finance



When asked whether there was an urgency or desire to change processes or technology, all Procurement personnel, regardless of agency affiliation, indicated agreement. Of Finance personnel, 53% felt an urgency or desire to change processes or technology.

4.3 Key Themes

While the Assessment has determined the State is largely not ready to undergo a major change effort, the State has several strengths that can be leveraged to enable future change management activities.

Strengths

1. **Project Governance Expertise:** Over 60% of all interviewees indicated their agency regularly uses project charters, executive sponsors, and steering committees. Agency leaders are familiar with formal project governance. This strength can be leveraged when developing the One Washington model of governance.
2. **Project Management Skills:** 77% of participants indicated their agency was effective at setting and achieving measurable performance goals and targets. Participants cited their agencies had established tools and processes for reporting progress. While there is an appetite for increased project management training, this came largely from participants expressing a desire to be more engaged in projects; this training seemed to offer an effective gateway for further involvement. 83% of respondents indicated their agency leadership appropriately empowers project managers to facilitate change.
3. **Effective Communications:** Most agencies described having strong communication offerings and multiple vehicles of effective communication. 75% of participants said their agency had clearly defined modes of communication and that leadership routinely and effectively utilized these vehicles to communicate with employees. All participants were able to name examples of communication vehicles their agency uses. As communications are a critical piece of any change effort, these agency-specific vehicles can be leveraged to supplement a broader statewide communication plan.
4. **Familiarity with Change Management:** All interviewees indicated change management was a critical focus for them in all future changes and expressed varying degrees of enthusiasm for developing internal agency change management capabilities. Though specific willingness levels are dependent on the change impacts of any potential transformation, the willingness to engage in change management is a positive sign and should continue to be fostered throughout the One Washington initiative.

5. **Effective Relationships with Labor:** 69% of participants indicated their agencies had a clearly established way of engaging bargaining units and unions. Participants were often able to provide examples of times they had successfully partnered with unions to implement change.
6. **Team-Oriented Culture:** 83% of participants said their agencies displayed effective teamwork and collaboration within and between departments. They cited examples of times they had been placed on committees or teams to improve a process or lead a new effort. Responses were less favorable when asked about collaborations between agencies, which were virtually non-existent, as participants cited being informed after the fact rather than consulted and involved in team capacities. Nevertheless, participants seemed optimistic that the traits which made their inter-agency teams successful could be leveraged to enhance the success of intra-agency teams, given the right governance framework.

While these positive themes recurred in a majority of the interviews, our assessment focuses primarily on opportunities for improvement. By identifying these areas of weakness, we focus on the State's key opportunities for improving the enterprise's readiness rather than simply keeping the status quo.

Opportunities for Improvement

Qualitatively, we have identified six core themes that appeared repeatedly in our interviews. These themes are significant in that they identify areas where the State is currently not ready ("readiness gaps"). A variety of contributing factors can be discussed across these themes, including the effects of the Great Recession of 2008-2009, which resulted in layoffs and restructuring across State government. While this analysis does not focus on those contributing factors, we have included unattributed quotes to illustrate the voice of the State employee for each theme.

Our Change Management Approach, a subsequent deliverable, seeks to respond to these gaps providing detail around the amount of change management needed, the types of change management activities, and the impact of project timing, project cost, and recommended phasing and staffing strategies on overall change management initiatives. The six core themes are as follows:

1. **Resource Constraints** – All interviewees noted that a statewide project would require participation from their agencies; most expressed concerns around having resources available to help. 74% of participants indicated their agency had clearly defined subject matter experts and designated personnel capable of guiding a large scale transformation, meaning resources had the appropriate skill set to lead. Time constraints were raised during the qualitative portion of the interview. During the series of qualitative questions, interviewees were never asked a specific question that related to resource constraints, and raised the issue independently when asked what worked and did not work with past projects. During the quantitative portion of the interview that followed, participants reiterated this concern, with 51% of participants noting that their agency did not have an adequate pool of project management staff, and support personnel available to facilitate a large-scale change.

"The level of staffing we have is already stretched beyond capacity. Adding to that workload really means we need additional resources."

While specific change management recommendations will be made in the Change Management Approach, high-level change management opportunities are described below. In many cases, participants were asked how they felt the State could best address the issue and provided input that is incorporated below:

- Communicate upfront what the time commitment and expectations are for agencies (i.e., do you require dedicated resources from the agency to join the project team full time? Do you require short term involvement to attend or lead training sessions? Do you require long term, but less frequent involvement, such as serving as a Change Agent?)
 - When preparing a budget proposal for One Washington, include costs for agencies to backfill resources that will need to devote time to the project.
 - Backfill for resources who are not on the project team, but will need to be involved; for example, agency-specific IT departments need to build interfaces to the One Washington solution. Even though these people would not formally join the One Washington project team, backfill strategies and level of effort should be considered for them as well.
 - Select the right people to be involved (i.e., people that are embedded in their agency enough to bring to the project an understanding of the current processes, technology, and requirements, but that are not so mission-critical that agencies can't afford to spare them; people who care enough about the agency's mission that they will want to come back to the agency after the project completes; people who are interested in the long-term strategic vision).
2. **Change Fatigue** – When asked about their agency's readiness for major change, many interviewees responded that their agencies were constantly changing. In some ways, this is positive feedback as it means they are versatile and willing/eager to innovate. However, participants also reported that they were tired and the thought of a large-scale change was exhausting. Most responses actually began with a deep breath and a sigh rather than words.

"Change? We're always changing. Sometimes we just want to stand still."

Potential considerations for the Change Management Approach include:

- Time the change appropriately and communicate this timeline early in the project lifecycle, such as during Plan and Design phases; this ensures agencies can plan their agency-specific project timelines around the statewide timeline.
- Identify change impacts for each user group within each agency early on, and ensure these are the topics of communications.
- Create a detailed Change Management Approach which targets highly-impacted groups more intensively during Plan and Design phases.
- Launch two-way communications that foster buy-in and engagement.

3. **Lack of Confidence in Statewide Implementations** – When asked about their impression of statewide projects, interviewees responded with predominantly negative opinions. There were concerns around whether their agency-specific requirements would be heard and understood or whether they would be left with a “one size fits all” solution that doesn’t meet their needs.

Interviewees were also hesitant regarding the capacity in which they would be engaged in a statewide implementation; for example, do they have a role in decision-making or will they provide feedback that may not translate into direct action? The balance between understanding resource constraints, providing participants with a voice, and enabling them to contribute will be important for the State to consider moving forward.

“Communications around statewide implementations tend to be dictatorial. This is going to happen. Deal with it. Accept it because that’s the way it is.”

Potential considerations for the Change Management Approach include:

- Clearer and earlier communication about the project, timeline, benefits, and the State’s expectations.
 - Two-way engagement with the agencies (concerns over agency-specific requirements not being met in past implementations.)
 - Selecting the right pilot agencies to go first, per Phasing & Timelines.
 - Selecting the proper scope that ensures a successful Wave 1 deployment.
 - Engaging all agencies (even those going in Waves 2 and 3) during Wave 1.
4. **Weakened Trust between Employees & Leaders** – When asked if employees and leaders trusted one another, quantitative and qualitative responses were inconsistent. While 63% of participants indicated there was a high level of trust between leaders and employees, this contradicted much of the qualitative feedback. Numerous interviewees described situations where leadership engaged employees in problem solving and decision making, with the outcomes of the processes not meeting the expectations of employees in terms of their feedback being addressed.

While 60% of participants indicated that their agency frequently engaged middle management and end users in leading change, participants also expressed it was the same people doing the work all the time, middle managers were sometimes asked to communicate a message to their teams but did not have input to those decisions or messages, and “layers” were sometimes missed in the communication chain, meaning middle managers were informed of decisions at the same time as their teams and were unable to answer their teams’ questions about the decisions.

Related to Theme #5 (Strong Communication Offerings), participants spoke highly of their agencies’ communications offerings, but described multiple situations whereby stakeholder groups who were less impacted were sometimes missed in the messaging, leaving these stakeholders wondering if their input mattered to management. Furthermore, employees were often hearing information informally through water cooler conversation with others before it was delivered to them formally by their own managers. This left employees wondering who “at the top” selectively leaked

the message, and whether their own managers knew and opted not to tell them. This was largely around headcount decisions.

"I wish we would have clearly communicated expectations from the top down."

The State could proactively address these issues by undertaking key change management activities, such as:

- Providing Project Management training, such as Project Management Professional (PMP) and Information Technology Infrastructure Library (ITIL) courses, to those in leadership positions. This ensures that leaders are skilled not only in day-to-day operational management, but also in project management.
 - Offering Leadership Development coaching to help those in leadership positions enhance their business acumen and better understand their responsibilities as Change Agents and Sponsors.
 - Begin Change Management efforts at the appropriate time in the project in order to take agency stakeholders through the change commitment curve in a timely manner.
5. **Strong Communication Offerings** – When asked how their agency communicated about change, interviewees enthusiastically listed off the many channels they used. For most, this included one-way channels (such as newsletters, blogs, websites, email distribution lists, and printed posters) as well as two-way channels (standing meetings where ideas could be presented and feedback could be given). Most cited that these channels were used on a frequent basis but were not always effective. The least favored mediums were websites and blogs due to the requirement to actively search for information; they are examples of “pull” mediums rather than “push” mediums. However, this was easily remedied if interviewees received email notifications listing the type of content that was on the website or blog that week.

"You have to communicate to people the value of the change. If the win is worth enough, people will be willing to play the game."

Most feedback around communications was positive. The only adverse feedback was that stakeholder groups are sometimes missed. This came up, not in response to our questions on communications, but rather when participants were asked to tell us about a reason a past change had failed. Change Management strategies for addressing these issues include:

- Identification of the proper user groups who need to receive communication and the proper chain of command for communicating to these groups.
- Early communications around the benefits, timelines, and expectations of the new solution.
- Two-way communications that allow end users to provide input, but where their input is actually heard and taken into account.

As the State already has strong communication offerings, this competency can be leveraged in the following ways:

- *Utilize agency-specific platforms to build agency ownership of the change* – The One Washington team of Communication Specialists will build generalized communications. The One Washington Communication Specialists will then partner with agency Communication Specialists to tailor the content to reflect agency-specific messages and concerns. These messages can then be disseminated through agency-specific channels. For example, One Washington may provide a blurb about upcoming project-related events; each agency’s Communications Specialists can then use this content as part of a newsletter or blog that the agency already regularly distributes.
- *Understand the best ways to reach specific user groups* – Agencies frequently mentioned that there were “hard to reach” groups such as groups that did not frequently check email because they worked in the field instead of in the office, or groups that were co-located and decentralized and thus may have a harder time attending centralized meetings. One Washington Communication Specialists can meet with agency Communication Specialists to better understand the best ways to reach each of the impacted groups.
- *Build a governance structure around project-wide communications* – Interviewees indicated that their agencies had strong governance processes around communications, including identifying who the drafters, reviewers, and approvers should be for particular types of communications, as well as the owners for particular mediums. Better understanding this structure and implementing a similar structure for the One Washington Project Team communications would be beneficial.

6. **Multiple Successful Mediums for Training End Users** – When asked about training, many interviewees said they preferred a side-by-side, one-on-one or small group coaching option rather than a large classroom training or eLearning. They cited past training sessions as working fairly well – nothing overwhelmingly positive or negative.

With respect to instructor-led trainings, most agencies had access to a computer lab or classroom space where instructor-led training sessions could be delivered. However, they had concerns about whether, from a staffing perspective, their agency could provide trainers to coach end users. They also cited that in past statewide implementations the State had provided only minimal documentation and agencies were left figuring out workarounds because they didn’t have the right steps.

With respect to eLearning, most agencies had just started conducting webinars recently, and said these were well-received, especially for agencies that had regional offices as people did not need to drive to a central location for training. In terms of accessing flash-based eLearning, agencies did not feel they had a good platform for this. Some users said their agencies simply did not use flash-based eLearning, and others cited having a statewide Learning Management System (LMS), but recognizing that few people had access to this or used it regularly.

“Make it easy for us, and we’ll do it! We don’t like when the State says to us ‘hey, here’s something new – now you guys go make it work!’ ”

Because the State has already been utilizing multiple mediums for training end users, this training competency can be leveraged with possible enhancement strategies including:

- Explore reasons behind somewhat unsuccessful adoption of Learning Management System (LMS) and strategies for improving adoption rates.
- Ensure resource plan allows time for centralized project team training instructors.
- To the extent possible, train in small groups, as participants seem to be most comfortable with this arrangement.
- Implement a Quality Assurance (QA) process to ensure training documentation exceeds quality expectations, is user-friendly, and provides the appropriate level of detail.
- Focus on Instructor-Led Training that provides reusable resources such as job aids or fact sheets that can be easily accessed while on-the-job.
- Utilize strong training background in conjunction with RACI matrix which establishes process owners to build the expertise of Process Owners on an ongoing basis.
- Establish individuals within each organization that can serve not only as Process Owners and Subject Matter Experts, but also as Coaches to provide an on-site go-to resource for questions.

5.0 Detailed Findings and Recommendations

This section provides a more detailed evaluation of each of the four contributing factors to overall State readiness, this include Process Readiness, Technical Readiness, Cultural Readiness, and People Readiness.

5.1 Process Readiness

Key Findings

- **Process Documentation has no clear owner** - Interviewees provided mixed levels of agreement when asked if their agency maintains accurate and clear documentation of current processes, with 57% of participants disagreeing and 6% not providing a response. Participants were unsure who within their agency would be in charge of maintaining such documentation or what the process was for updating the documentation, as processes changed. There seemed to be no central master repository for this information.
- **Processes are inconsistent between agencies** - Processes within and between agencies are highly complex and inconsistent. In most cases, interviewees could not explain why things were done a particular way, but rather that they had always been done that way; there was not a clear rationale for why two agencies performed the same processes in different ways.
- **Leaders have Subject Matter Expertise** - Interviewees were confident they had Subject Matter Experts (SMEs) that were capable and willing to provide content and support around mapping out processes though cited concerns with the bandwidth and availability of these SMEs. 83% of participants indicated that these SMEs existed and could often provide specific names as to who the SMEs were.
- **The State has a strong Lean culture** - The majority of interviewees cited a Lean culture that emphasized use of continual process improvement techniques.
- **Resourcing constraints are real issues** - SME availability and bandwidth are going to be issues.

Readiness Evaluation and Recommendations

The State of Washington, overall, is "orange" in process readiness. Possible techniques to improve process readiness include the following:

- One Washington conducts a Business Process Redesign (BPR) phase with the goal of developing common core rules, processes, and procedures for the enterprise.
- In the near term, this will consist of standardizing, optimizing, and innovating software-agnostic processes; in the longer term, this will consist of standardizing, optimizing, and innovating technology-driven processes.
- Specific processes that would be ideal candidates for redesign are outlined in the Business Process Redesign Approach deliverable.
- As part of the redesign, One Washington team members meet one-on-one with agency representatives to best understand the as-is processes. If agency representatives cannot provide the appropriate level of detail on particular processes, they will identify the SMEs for these processes.
- One Washington team members document each agency's as-is processes in a consistent format, and store all documentation in a common database.

- A review and sign-off process is implemented, whereby agency representatives must review the documentation and provide written agreement that the diagrams accurately capture their processes.
- These process maps add value in several ways: first, they help the broader process teams to understand how agencies operate today and why they operate that way (i.e., in some cases, there may be nuances that explain why a particular agency is operating their process a certain way and could not conform to one streamlined process; in other cases, it would be apparent that there is no justification for the deviant process). Second, they help the Change Management team to better map out change impacts (i.e., the impacts a particular change will have on particular user groups), which helps Change Management practitioners to best adapt the Change Management Approach.
- A Responsibility, Accountability, Consulted, and Informed (RACI) matrix should be created to determine who owns each document in the repository moving forward. This document would define which person(s) are Responsible, Accountable, Consulted, and Informed for various decisions. It would also define an owner for each process and technology area. This would be implemented at the agency level, but a similar model would need to be implemented at the project level to better define the overall governance structure.

Risk Identification and Mitigation

- Lack of documentation leads to poorly-defined change impacts, making change management efforts less effective.
- Lack of documentation means an agency's requirements may not be clearly understood and accounted for in any business process redesign initiatives.
- Resourcing constraints will pose issues when seeking time from SMEs to better document processes if an appropriate backfill strategy cannot be orchestrated.

5.2 Technical Readiness

Key Findings

- **Documentation of current technology is inconsistent between agencies** – Over one-third of interviewees disagreed when asked if their agency maintains accurate and clear documentation of current technology. In many cases, the interviewee was unaware of whether documentation existed, but suggested we check with the IT department for their agency. 17% of participants were uncertain as to what type of documentation existed. As we interviewed business subject matter experts more so than technical subject matter experts, this response of “unknown” or “unsure” is not indicative of inconsistent documentation, but rather suggestive of a lack of awareness of documentation that may exist.
- **Data is not readily available** - Interviewees responded with consistent disagreement (49% of respondents disagreeing) when asked if agency has data readily available. Data refers to information such as throughput times for Purchase Orders (POs), number of transactions processed per day, and coding for commonly-used data fields.
- **Technology solutions are complex** - As a result of the Readiness Assessment Tool, it was determined that agencies possess highly complex and multiple varieties of technology solutions.

Readiness Evaluation and Recommendations

The State of Washington, overall, is “orange” in technical readiness. Techniques to improve technical readiness include the following:

- Identify technology SMEs from each organization that could provide support for acquiring the necessary information regarding current technology and data.
- Identify opportunities to replace agency-specific tools with statewide tools to drive consistency across agencies.
- Create clear and consistent documentation of current technology to aid in knowledge transfer.

Risk Identification and Mitigation

- Bandwidth may be an issue when utilizing SME time to receive technical information.

5.3 Cultural Readiness

Key Findings

- **Agencies shared hesitation around statewide implementations** - When asked their reservations, interviewees cited examples of past statewide implementations and their negative experiences:
 - They felt the State often lost sight of agency-specific requirements, so agencies were left finding workarounds to “make the system work for them.”
 - Training was limited and often included how-to style systems training, but with little emphasis on business process.
 - There was a sense that the technology capabilities drove implementation decisions rather than the business process benefits driving the tooling decisions.
 - Interviewees felt they were not always engaged at the appropriate time and in the appropriate capacities.
 - Past implementations had a lack of a clear decision-making model; agencies were not given direction around the right way to do something, when a consensus couldn’t be achieved between agencies.
 - Interviewees felt Statewide implementations tended to take on too much scope without a clear understanding of the required level of effort.
- **Lessons can be learned from past implementations** - Interviewees cited a few major issues that seemed to impact whether agency-specific and / or statewide implementations were successful or not:
 - In certain unsuccessful projects, line-level staff was encouraged to drive change by joining committees and contribute opinions to key decisions; changes were ultimately not adopted due to lack of executive sponsorship within the organization.
 - Interviewees felt the existing agency/State communication vehicles were generally effective leading to successful implementations, but occasionally failed to communicate to key stakeholder groups leading to confusion and less successful outcomes.

Detailed Readiness Evaluation and Recommendations

The State of Washington is “red” in cultural readiness. Techniques to improve cultural readiness include the following:

- To address hesitation around statewide implementations, the One Washington Team must be direct in communicating the goals, benefits, changes, and expectations to agencies and engaging agencies leveraging two-way communication vehicles.
- A detailed communications strategy must be created and executed. Communications need to foster two-way engagements (for example, town hall meetings wherein agency users can ask questions).
- Agencies need to be involved with the core project team and steering committee at an early stage to ensure their business needs met.
- The State must have a clear governance and decision-making model to establish accountability and to enable strategic decision making.

Risk Identification and Mitigation

- Resource constraints may restrict the agencies' ability to provide adequate and appropriate resources required to support cultural change.
- Previous statewide implementation failures must be overcome through appropriate communication and project sponsorship.

5.4 People Readiness

Key findings

- **Resource constraints are real issues** - Resource constraints limit how many people can be devoted to a project.
- **Training needs to have a centralized focus** - Interviewees felt their agencies had strong agency-specific communication vehicles, but there was a general concern that the State would need to manage overall training efforts associated with One Washington due to resource constraints.
- **Project management skills are needed to enable a successful change** - The Assessment revealed that agencies have some project management and governance capabilities, but not in sufficient quantity/availability to support a large scale transformation. Interviewees consistently identified the presence and availability of IT project management skills but minimal business project management capabilities.
- **Processes are well-established with labor relations** - Nearly all agencies expressed the existence of a clear model for engaging with bargaining units and unions.

Detailed Readiness Evaluation and Recommendations

The State of Washington is “red” in people readiness. Techniques to improve people readiness are as follows:

- Be clear with agencies about the level of commitment One Washington will need from them and the timeline. This will enable agencies to establish a backfill plan for resources that may need to be committed to the project long term.
- Identify not just any people, but the right people, to work on the change effort.
- Provide additional project management training for agency resources that will be involved in the change.

Risk Identification and Mitigation

- Due to resource constraints, agencies may not be able to provide adequate resources to join the project team and/or provide necessary input via steering committees.

A. Appendix A: Participating Agencies

Administrative Office of the Courts (AOC)
Department of Corrections (DOC)
Department of Ecology (ECY)
Department of Enterprise Services (DES)
Department of Fish & Wildlife (DFW)
Department of Labor & Industries (LNI)
Department of Natural Resources (DNR)
Department of Revenue (DOR)
Department of Transportation (DOT)
Department of Social and Health Services (DSHS)
Employment Security Department (ESD)
Health Care Authority (HCA)
Office of Financial Management (OFM)
Office of the Insurance Commissioner (OIC)
Office of the State Treasurer (OST)

B. Appendix B: Readiness Assessment Interview Guide

This interview guide is designed to capture the One Washington stakeholder perspective on topics relevant to the proposed implementation of a statewide ERP system.

Qualitative Factors

1. General

- a. Please describe your current understanding (if any) of the One Washington initiative.
- b. Tell me about a time your agency underwent a significant change. What worked? What didn't work?
- c. Tell me about a time more than one work unit / division within your agency had to work collaboratively. What worked? What didn't work?
- d. Describe the method(s) by which your agency communicates change, are they effective? Why? Why not?
- e. Tell me about your / your agency's experience with statewide implementations.
- f. In your own words, please describe your assessment of your agency's readiness for transformational change.

2. Governance

- a. How does your agency manage project / program governance? Can you provide examples?
- b. To what degree are senior executives involved in day to day program oversight? How does this impact agency operation? Pros? Cons?
- c. Does your agency have any specific policies / processes for managing large initiatives? If so, please describe them.
- d. In the past, how has your agency selected individuals to lead large transformation efforts? Were these individuals adequately equipped with the necessary skills and resources to lead the project? Why? Why not?
- e. What methods has your agency historically used to measure the results / efficacy of a large scale transformation?
- f. What methods does your agency use to train staff on new technology? Is it effective? Why? Why not?

3. Cultural

- a. Tell me about a time your agency attempted to implement an unpopular change. What steps were taken to manage resistance? Was your agency successful?
- b. Who/what groups were resistant to the change? Who was the primary individual(s) responsible for responding to/managing the resistance?
- c. Does your agency have employees represented by a Bargaining Unit or Union? If yes, please describe their role in past changes.

Quantitative Factors

1. Please provide your best estimate of the following:

- a) # of users that could be impacted by a change to Procurement Technology / Processes:
- b) # of users that could be impacted by a change to Finance Technology / Processes:

2. Please assess your agreement with the following statements as Strongly Disagree, Disagree, Agree, Strongly Agree, or Unknown or N/A:

General / Organizational

	SD	D	A	SA	UK or N/A
In the past, most changes in my organization have been implemented successfully.					
My agency has clearly defined modes of communication.					
My agency effectively uses multiple communication channels to routinely and effectively communicate with employees.					
My agency leadership clearly articulates change vision through multiple means of communication.					
My agency leaders frequently engage mid – level management and end users on strategic decisions.					
My agency has clearly defined subject matter experts and designated personnel capable of guiding a large scale transformation.					
My agency is effective at setting and achieving measurable performance goals and targets.					
My agency leadership appropriately empowers program / project managers to facilitate change.					
There is an adequate pool of project management staff, support personnel, etc. available within my agency to facilitate a large scale change.					

Process / Technology

	SD	D	A	SA	UK or N/A
My agency maintains accurate and clear documentation of current technology.					
My agency maintains accurate and clear documentation, such as process maps, of potentially impacted processes.					
My agency has enough data readily available to support immediate change.					
My agency has established technology / process subject matter experts capable and willing to participate in a transformational change effort.					

Cultural

	SD	D	A	SA	U/K or N/A
My agency has a clearly established engagement model for involving / communicating change to applicable Unions / Bargaining Units.					
There is a high level of trust between leaders and employees.					
There is a strong sense of urgency and desire to change Finance and Procurement processes / technology.					
Senior executives at my agency are visible and active change leaders and sponsors.					
Middle – management have been advocates for change in the past.					
The senior executives within my agency are generally in agreement, and have similar strategic goals in regards to technology and business process.					
Agency employees have, in the past, actively participated in organizational decision making, goal setting, and organizational change initiatives.					
My agency has displayed effective teamwork and collaboration within and between agency work units / departments.					
My agency is effective at managing change resistance.					